

VOICE of the ROK E



Signal takes RSOI by storm

FRGs support signal spouses

IT Olympics challenges technical savy



May 1, 2003

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On the Cover

Sgt. Felipe Garcia and Pfc. Casey Carter, telephone systems technicians for the 362nd Sig. Co. at K-16 Seoul Air Base, fix a problem telephone line during the Transition to War exercise in February.

*For full story see **Page 19***

Photo by Sgt. Sarah Maxwell



**1st Signal Brigade
APO AP 96205**

Message from 1st Signal Brigade Commander

To the soldiers, civilians and family members of the 1st Signal Brigade:

Reception, Staging, Onward movement and Integration (RSOI)/Fool Eagle'03 was a huge success. I want to thank every soldier, KATUSA and civilian for your team effort and outstanding performance. You surpassed the standard set during Ulchi Focus'02. Our customers have commented that it was the best exercise ever. Because of you, the warfighter was able to accomplish all training objectives. Well done, "First Team."

KATUSA friendship week was filled with team sports and events. It presented us a forum to get together to have fun and to develop friendships that will last a lifetime. I want to give a special thanks to those that planned, participated and supported the events. Marcia, Michael and I proudly wear our KATUSA week team shirt.

We will soon be in the high turnover season. As many of you leave and return to your families, please accept my heartfelt gratitude. I wish you and your families the best life has to offer and look forward to working with you in the future. I hope your time in Korea was professionally fulfilling and rewarding.

To all of you newcomers, welcome to the finest signal brigade in the Army. Use this time to quickly learn your job and responsibilities, Ulchi Focus Lens is on the horizon. Most importantly, ensure you keep yourself and your units ready to "Fight Tonight."

I would also ask that each of our local national employees and KATUSA adopt our newcomers as warmly as you have adopted me. Help our new people learn the mission and enjoy the beauty of your homeland.

Finally, the monsoon and flood season is here. In a theater that requires a special level of vigilance, I expect every member of this command to be aware of the risk and take all appropriate steps to stay safe.

Again, thank you for all that you do every day. You are the inspiration that make this command the privilege that it is.

"First To Communicate!"



Ronald M. Bouchard
Ronald M. Bouchard
COL, SC
Commanding



**1st Signal Brigade
APO AP 96205**

Message from 1st Signal Brigade Command Sergeant Major

Greetings Team Signal! As always, I will begin by saying it is both a privilege and an honor to address all of you in this forum – the Voice of the ROK. Once again, you have exceeded my expectations! Your performance during exercise Reception, Staging, Onward movement and Integration (RSO&I) was just truly remarkable. The best display of expertise, professionalism and dedication demonstrated in recent memory at all echelons, from the Private to the Command Sergeant Major, from the Second Lieutenant to the Lieutenant Colonel. You should all be justifiably proud of your accomplishments. As I have stated in the past, “You make this brigade what it is... The Best Signal Brigade in the Army!”

Now that the “band of excellence” has been set at a new level, we must do everything that we can to sustain or surpass that level. I would be remised if I failed to mention a couple examples of our outstanding soldiers who enabled the brigade to achieve that “band of excellence” and level of success we experienced in this quarter...

- *SGTs Christy Rabre (36th) and Robert Woods (304th) for their selection into the prestigious Sergeant Audie Murphy Club*
- *And the list goes on and on...*

As we look ahead, we see that we have a very busy and eventful quarter. Some of the up and coming events are - the annual Signal Corps Regimental Ball, the NCO/Soldier and KATUSA of the Quarter/Year Board, the Sergeant Audie Murphy Club Board and Induction Ceremony, just to name a few. I challenge everyone to be engaged in an event that will ultimately allow you to achieve your own personal “band of excellence.” With regards to personal conduct, I solicit everyone’s support in ensuring that we’re all fully engaged in looking out for each other and doing the right thing, both on and off duty. Remember your seven Army values and you can’t go wrong.

In closing, exercise safety at all times. As you all know, the summer season is upon us here in Korea, therefore, we must plan and train accordingly. Remember to exercise sound judgment when conducting risk assessments and before executing training in hot and humid weather conditions. Take the time to ensure proper safety procedures are in place and enforced. We cannot afford to let down our guard where safety is concerned. Safety first, soldiers and families always!



**"There is no substitute for
outstanding leadership!"**

**Alejo C. Quinata
CSM, USA
1st Signal Brigade**

Editorial

Soldiers reflect their leadership, whether it's good or bad

By 2nd Lt. Rory P. Bradford
Comapny C, 304th Sig. Bn.

During this past RSO&I exercise I tried to relate the teachings contained in "The Art of War," written by Sun Tzu, the great 6th century B.C. Chinese general, to the responsibilities of an Army leader.

After analysis, I realized that we see good leaders all around us, and we can figure out why they are successful, but what is infinitely more perplexing is poor leadership.

Sun Tzu tells a leader how to be successful and does touch on how to avoid being a failure, but why today are some units poorly led and what are the factors that contribute to this?

The conclusions reached after observing both good and bad leaders and leadership during the exercise is that any resultant outcome can be narrowed down to three contributing factors -- low morale, insubordination, and passive-aggressive behavior.

The first thing that happens in the absence of true leadership is low morale. High morale is the greatest asset that any organization can possess when accomplishing tasks. Morale is the glue of unit cohesiveness and main ingredient of any military force's ability to fight.

But low morale not only causes low reenlistment rates and disciplinary problems but also resentment and sub-standard work performance.

Morale of troops must be the foremost and constant concern of all leaders.

For, while it's leaders who devise the missions, troops accomplish the mission. And often enough, it is the level of morale that dictates the timeliness, smoothness, thoroughness, and successfulness of a mission.

Another effect of poor leadership is insubordination, where subordinates have verbal confrontations with leaders and fail to perform tasks and comply with orders.

Most often, it's the soldier's attitude that is viewed as the cause of insubordination, but leaders should ask themselves: Do I take the time to really talk to soldiers to see if instructions are understood? Do I establish a climate where

a soldier can question orders they don't understand?

Soldiers do not often choose to disobey or disregard orders, or back-talk and question leaders, they often times are just trying to understand.

A mature and healthy command climate is the only remedy for insubordination.

There is nothing more damaging to an organization than passive-aggressive behavior. This is when negative emotions, especially anger, are expressed indirectly through attitudes, resistance, stubbornness, sabotaging behaviors and outright disobedience.

Once a soldier begins to demonstrate this type of behavior, that soldier has basically given up on the leader's ability to lead and lost all faith and confidence in that leader.

The most important thing for leaders to know that it is extremely difficult to regain the confidence, respect and loyalty of the soldier once he or she begins to exhibit passive-aggressive behavior.

Often times the leading cause of passive-aggressive behaviors is belittling or disciplining a soldier in public.

One line of the noncommissioned officer creed says, "Soldiers are entitled to outstanding leadership." And when leaders do not understand the basic concepts of soldiering and care exclusively about the mission, the sons and daughters of America are truly being cheated.

Leaders should be direct, out front, set and lead by example.

If these basics cannot be maintained by a leader, I believe they should resign, or be relieved.

My military career has afforded me a unique perspective. Rising in the ranks from an E1 private to noncommissioned officer and now to commissioned officer, I have had the opportunity to see the effects of poor leadership from the lowest level up.

Leaders should have a "follow me, I'll set the example, I'll lead the way" mindset.

The presence of soldiers should not be viewed as an inconvenience, annoyance or obstruction in a leader's way, but the reason of leadership, for without soldiers a leader loses relevance.